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12 August 1970

## MEMORANDUM FOR THE RECORD

SUBJECT: Office of Personnel Survey - 1970 - Initiation

1. The Inaugural meeting for the Office of Personnel survey was held with the Deputy Director for Support at 1530, 11 August 1970. In attendance were Mr. Robert Bannerman, DDS, Mr. John W. Coffey, ADDS, Mr. Gordon Stewart, Mr. [redacted] and the undersigned.

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2. In response to Mr. Stewart's invitation to Mr. Bannerman to identify the areas of his concern in conjunction with the approaching survey, Mr. Bannerman began by stressing that the Office of Personnel had undergone a dynamic change in leadership; that previously, actions within OP were accomplished on the basis of personalities and this had proven unsatisfactory and non-responsive. The new management team of Wattles, [redacted] have directed their activities toward institutionalizing the functions and responses of the office with emphasis upon clear internal communications, full delineation of responsibilities and the production of good staff work. The changes within the office do not imply that the problems facing the office have disappeared. On the contrary, the problems have become more stressed with the present ceiling reductions and accompanying recruitment restrictions. One of the major problems, and Mr. Bannerman returned to this point several times, is to insure that under such circumstances, recruiting provides the right 'mix' of personnel to meet the future needs of the Agency. Thus, the concern of OP in the recruiting area is more with quality than with quantity with a closer participation of the operating component with the recruiter.

3. Specific areas of Mr. Bannerman's concern, as he annunciated them, are;

a. A comprehensive review of all the functions and responsibilities of the Office of Personnel and an evaluation of the office's performance in executing these functions and responsibilities.

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b. A look at projections for the future. In this regard, Mr. Bannerman noted the decentralized personnel program does create management problems within the Agency. He further noted that while OP is responsible to the DDS administratively, it does have a direct channel to the DCI on Agency-wide problems.

c. Because OP does have directly delegated authorities from the Executive Director, Mr. Bannerman raised the related questions:

(1) Should the Director of Personnel be given more responsibility Agency-wide;

(2) If the answer to the foregoing is affirmative, should the Director of Personnel remain under the administrative control of the DDS.

d. What should the relationship be between PPB and the Office of Personnel in the management of positions. Mr. Bannerman suggests that the broad allocation of positions should be done by PPB but the detailed staffing and management of individual positions should be done by the Office of Personnel. He noted an ever increasing intrusion of PPB and<sup>in</sup> to those areas which Mr. Bannerman considered as properly belonging to the Office of Personnel. Mr. Bannerman noted that this PPB activity was in response to the stimulus of the Executive Director.

e. With the reduction in size of the career trainee program, should the Office of Personnel now assume responsibility for the selection of CT's. Mr. Bannerman feels that this is a logical step in view of OP's responsibility for the co-op and Internee programs. He stressed that responsibility for the CT training would remain with OTR.

f. Should there be more centralized control over Agency recruiting, both staff and contract, in view of the establishment of dual ceilings and largely parallel benefits. In this regard, the Office of Personnel currently exercises more persuasion than authority and seeks to avoid confrontations on issues.

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4. In response to a question by Mr. [REDACTED], Mr. Bannerman briefly summarized the current status of SIPS with some enthusiasm, pointing out that although SIPS did have many problems still before it, it would provide great savings in time, manpower and paper. He noted that Mr. Coffey was, in effect, functioning as project manager of SIPS from the standpoint of the DDS and that the task force which combine the OCS personnel with the DDS personnel was reporting directly to Mr. Coffey.

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5. Mr. Bannerman concluded his remarks by urging that issues uncovered by the survey team be reported back to either himself or Mr. Coffey for discussion and illumination.

6. Mr. Coffey then discussed briefly the current status of SIPS. He pointed out that there were many problems facing the implementation of SIPS but that the program did provide both time and manpower saving in the manipulation and production of necessary management statistics. Some concerns with this program, aside from software, include the security of personnel information within the system and the development of OP careerists who have been assigned to the SIPS Task Force.

7. The discussion concluded at 1610.



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